

# DESIGN.BUILD.RUN.

THE FUTURE OF CX



## Executive Summary

At Concentrix, we Design, Build, and Run experiences people love to use, to build brand love and loyalty. We reimagine everything CX for the brands you rely on every day—chances are, we've probably already met. We are behind the scenes, powering billions of epic customer interactions daily for brands who are leading the way, growing up, or just getting started.

In this e-book, we provide an inside view of our holistic approach, breaking down each of the three phases of design, build, run to showcase their enterprise-wide impact on CX before bringing them all together into a framework you can use to drive value within your own organization.

We also share insights on how design, build, run helps deliver the outcomes you need today, while crafting a better future for your business and your customers.

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**Kathy Juve**

Executive Vice President,  
Global Solutions & Strategic Partnerships





71%

of consumers worldwide  
switched brands at least  
once in the past year

"The top reasons consumers switch brands,"  
Sara Lebow, eMarketer, May 27, 2022.

## The Kind of CX that Makes Them Come Back Again. And Again.

CX can make or break a brand. And in today's hyper-competitive landscape, where everybody is trying to win at CX, there's no room for mistakes. Brands spend years earning the trust and business of a customer—but the love doesn't always go both ways. With 86% of consumers willing to leave a brand after only two to three bad experiences, and social's ability to amplify CX breakdowns, brand reputation can hang in the balance.<sup>1</sup>

### CX Is Invisible, Until It Isn't

Your customers don't see the work. They don't see the strategic planning. The design thinking that's centered on their needs. The built technology behind the experiences. They won't understand exactly how you're making that seamless experience run, how you're making it better each time they come back to you. Exceptional CX is practically invisible.

An old-school approach to CX—siloed, subjective, segmented, speculative, and slow—reveals the mechanisms behind CX (those painful moments like call transfers, helpless chatbots, creepy personalization, password lockouts, and lost packages). Certainly, saying you're customer-centric is a great first step, but it's everything underneath the surface experience that defines it.

CX operations must be built for speed and agility. You have to go above and beyond, pivot quickly, and relentlessly evolve to stay in-tune with emerging customer and employee behaviors and needs. Organizations must be able to **design, build, and run** a north star vision, integrated customer journeys and service blueprints, internal processes, and continuous system upgrades, for a holistic, end-to-end CX that deepens the brand and customer relationship. Only then will you earn a place in your customers' lives and their loyalty beyond just the next purchase.

<sup>1</sup> "86 Percent of Consumers Will Leave a Brand They Trusted After Only Two Poor Customer Experiences," BusinessWire, February 2, 2022.



# Design. Build. Run.

**Design, build, run is an end-to-end model that, at its core, is about creating better experiences.**

It's more than a framework that we use to transform CX, make businesses work smarter and faster, and be better aligned for growth—it's a mindset.

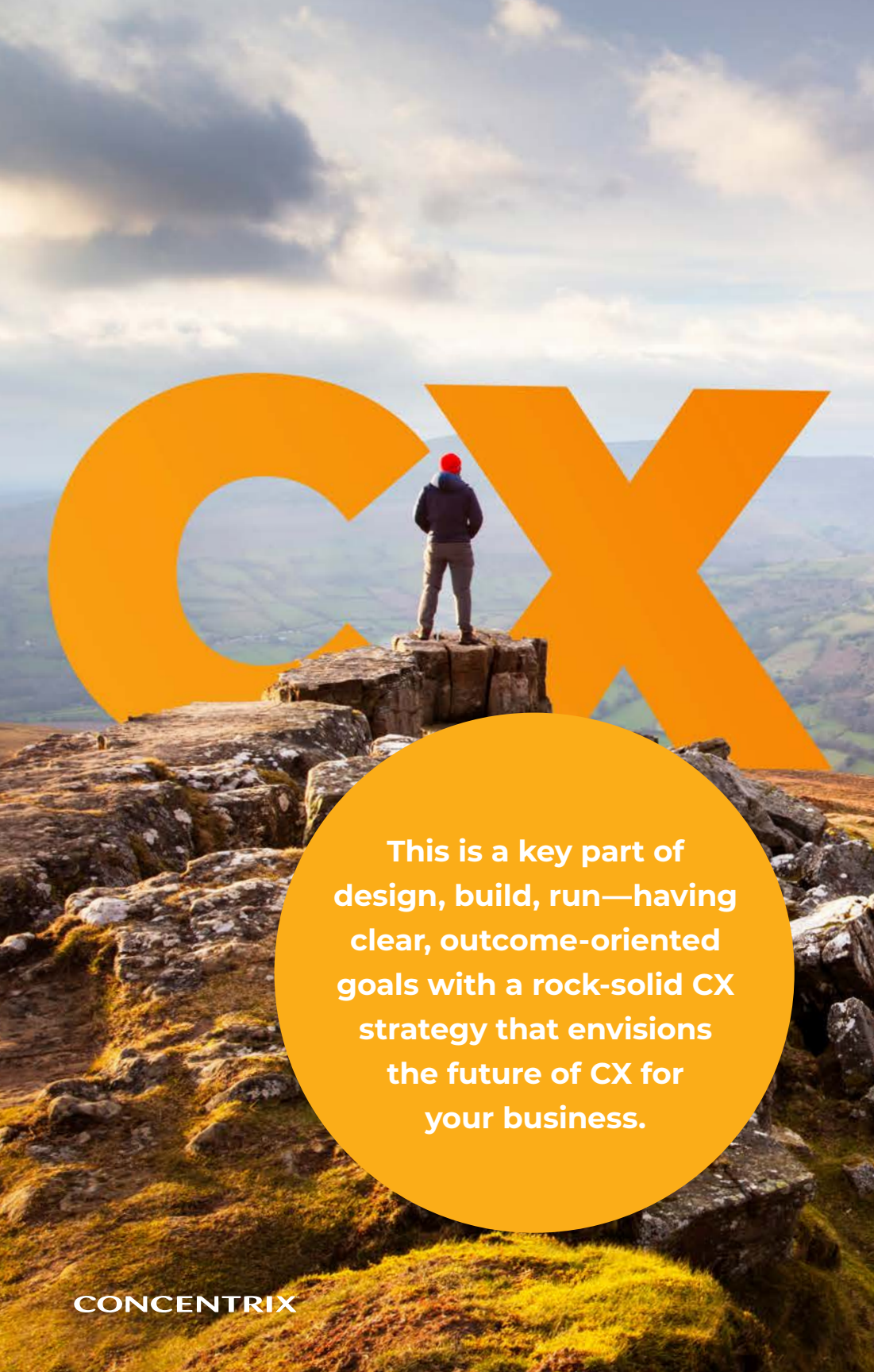
Whether driven by external events—like a pandemic or a recession—or a natural evolution of customer expectations due to technology advancements, brands need to be able to thrive on disruption. And to achieve that, you need exceptional CX.

## CX Is Everything. So, We Power All of It.

To get there, you must design, build, and run the right CX for your brand. Because there's no singular CX, the right CX solution for one business may look a lot different than another. How you balance speed, cost, and quality requires trade-offs. By considering a variety of inputs and perspectives, design, build, run enables organizations to efficiently shape and right-size CX solutions to fit with the organization's technology platforms and standards.

Based on your specific goals, the speed of your ambition, and your CX ecosystem, you can carve a path to exceptional CX through optimization, modernization, or reimagination.



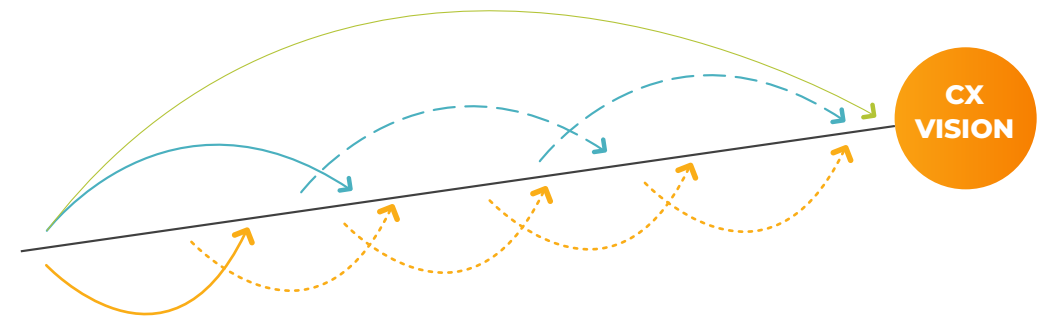


This is a key part of design, build, run—having clear, outcome-oriented goals with a rock-solid CX strategy that envisions the future of CX for your business.

## Let's Break It Down:

- **CX Optimization** looks to fix or enhance the experiences and outcomes possible from existing operational models and infrastructure. This can also involve creating connection across core platforms, systems, metrics, and the use of data.
- **CX Modernization** is focused on introducing new technology and practices to transform legacy systems and operations—to play catch-up with the competition, or lay the foundation for unlocking your next generation of CX.
- **CX Reimagination** occurs when you completely reimagine customer experiences end-to-end and throughout an entire journey, with a major focus on envisioning the future of CX for your business, and your brand.

A well-defined CX roadmap will have clearly defined steps to optimize, modernize, and reimagine CX. This is a key part of design, build, run—having clear, outcome-oriented goals with a rock-solid CX strategy that envisions the future of CX for your business. And, most importantly, a realistic way of arriving at your destination.



● CX Optimization ● CX Modernization ● CX Reimagination

# Design

From finding the right problems impacting customer journeys to unlocking new opportunities to drive outcomes, design brings together research and analysis, strategy, and a human-centered approach to shape solutions that will deliver the desired customer experiences and business outcomes for brands.

- 1** Design begins with a **discovery** stage to quickly determine what's known and what needs to be uncovered. By analyzing your current state, your marketplace, and customers' experiences with your brand, you form the outside-in and inside-out perspectives needed to frame what needs fixing.
- 2** **Define** the problem to solve—and ensure you design the right solution that will align with your business goals. At its core, this acts as your organizational plan and definition for how teams and intelligent machines interact with customers. It should provide the north star to help your leaders frame what needs to be accomplished.
- 3** **Envision** your solution: consider the options, how they will be delivered, and which ones best meet your customer and business needs. Employ an agile process to brainstorm, guided by human-centered design to ensure unproven ideas are retired and fresh ideas are further developed into a business case and roadmap. Rank each opportunity in terms of its customer and business value.

When designing for CX change, take time to question your priorities and goals, and how they fit with your CX strategy. By always aligning back to your CX strategy, you increase your chances of people, processes, design, and technology working in harmony.





## CASE STUDY | DESIGN

# HOW DO YOU FLIP A BRAND INTO A NEW ERA OF LOYALTY?

**A historic skate wear brand wanted to break the traditional mold of customer loyalty and activate previously unknown brand loyalists.**

Part of the client's CX vision was based on the premise that everyone has a story to tell. We designed for inclusivity and social amplification based on a deeper understanding of customers as individuals through a personal and conversational mobile experience.

We pinpointed the opportunity and platforms, developed customer insights, crafted the loyalty vision, and brought the program to life in-store and online. In doing so, we were able to create enriched personal experiences through exclusive rewards, redefining the brand's relationship with customers, whether they were on their phones or catching air in a half-pipe.

Designed to enable targeting by interest and build towards 1:1 relationships, the loyalty program generated immediate engagement from the company's highest-value customers. Within the first half-year, more than **3 million new members** had joined.



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# 3 million

new members joined within the first half-year

# Build

**Build is about orchestrating the required talent, technology, and organizational change to enable new capabilities and then executing them—all with your finger on the pulse of CX.**

- 1** To **orchestrate** the building blocks, your plan must be informed by data and insights to create better experiences and influence customer behavior. Findings from journey analytics, voice of the customer (VOC) surveys, behavior flows, web and mobile insights, and competitor analysis can empower your CX teams to build intelligently.
- 2** **Enabling** new capabilities, whether it's engineering the latest cloud platforms and AI-powered touchpoints, visualizing insights, or onboarding high-performing talent, this is when all capabilities are built, tested, and integrated. And where technology and human-powered processes are automated for scale, speed, and agility.
- 3** Introduce rigorous governance and support frameworks to operationalize new solutions, drive organizational change, and embed insights and analytics to improve performance. Be sure to incorporate data strategies that paint a clear picture of customer journeys, make recommendations, and test to see if they deliver the desired outcomes. It's only after this point when you are ready to **execute** your new CX capabilities.

End-to-end CX requires end-to-end capabilities. It's not enough to just have the vision and the design—you also have to deliver on the systems, platforms, and mindset to bring the strategy to life.





## CASE STUDY | BUILD ALEXA, ORDER MY FAVORITE MEAL

**One restaurant chain wanted to build a new type of convenience: allowing customers to order with their voice-enabled device and getting food into the hands of customers, faster.**

To solve for the challenge of customer intent (what exactly do you mean by “hold the dressing?”), we leaned on the technology’s ability to improve through machine learning, based on past interactions—like understanding that there are multiple ways of asking a question (“what’s the weather?” vs. “could you tell me the weather for today?”). The intelligence had to be built by understanding all the customer intents and entities that would go into a voice-enabled experience skill—no small task!

The Alexa voice-enabled experience **increased operational efficiency by 40%** for the restaurant chain by reducing lines at individual locations. It also **increased profits by 10%** by helping the restaurant serve more customers per day while lessening the burden on staff.



# 40%

operational efficiency increase



# 10%

profit increase

# Run

**Exceptional experiences need to be maintained. Once it's built, you need to keep it running in an optimal direction.**

That means taking accountability for your brand reputation, driving the outcomes needed for your success, and delivering what you need today. This stage is critical to helping ideate and innovate your future CX.

- 1** Beyond the dashboards and operational rigor to achieve today's performance targets, run continually seeks out those small percentages of improvement that will optimize CX—continually testing, learning, and **delivering** based on data to evolve customer experiences and outcomes.
- 2** Keeping pace with hyper-change means continuously **optimizing** based on evolving customer expectations. Better, faster decisions informed by valuable data and insights allows you to spot problems early, seize new opportunities as they arise, and adapt experiences.
- 3** Through insight-led brainstorming and ideation, identify untapped sources of **innovation** to unlock new opportunities, mitigate risk, and drive iterative improvements to keep pace with an ever-changing CX ecosystem.



## CASE STUDY | RUN UNLOCKING THE NEXT LEVEL OF CX

Running one of the world's largest avatar-based social network platforms, with over seven million monthly active users, comes with unique challenges.

Whether they're chatting, shopping, hanging out, or creating virtual products, most of its customers have one thing in common—over 70% are under the age of 18, and that puts them at a higher risk for things like fraud, cyberbullying, trafficking, and identity theft.

With so many vulnerable users, the client needed a partner who could provide global support for not just trust and safety, but the whole CX. We worked closely with the client to understand the experience, define metrics that matter, and develop an agile support model for optimizing metaverse safety and delivery excellence.

We review over **4 million flagged cases annually**. Supported by a VR gaming playbook and a state-of-the-art experience hub, we're increasing efficiency and innovating towards a safer CX. Together, AI and human content moderators are disabling **10x as many accounts** for abuse, with AI intervention freeing up the team to focus on more critical and immediate threats.



# 4 million

flagged cases reviewed annually



# 10x

as many accounts disabled for abuse



## Bringing It All Together

**When you bring all parts of design, build, run together, you create an ongoing cycle of improvement around making CX exceptional.**

It becomes a way forward, a mindset, and process that guides CX transformation, where every stage multiplies the data, insights, and learnings from what's gone before.

Your CX strategy ultimately directs and governs decisions, but design, build, run helps structure how to achieve your CX vision. From individual projects to enhance a particular channel or touchpoint, to large-scale CX transformation, design, build, run takes siloed and complex CX initiatives and makes them so smooth functioning, it's practically invisible to the customer. By breaking down CX into a manageable portfolio of CX initiatives aligned to business goals across customer lifecycle stages, journeys, and moments, you can start turning that CX vision into a reality.

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## CASE STUDY | DESIGN, BUILD, RUN END-TO-END TRANSFORMATION

**One of the largest healthcare insurers and providers in the world wanted to up-level its ability to deliver an exceptional member and provider experience.**

Establishing a CX vision, we designed a prototype for the future of hospital care, reimagining a web experience to make it accessible and centering it on user personas and their stories. That future vision set the tone for what exceptional CX would look like for its members.

For a company with 12 million members, membership is critical to its CX engine. The onboarding experience needed to be seamless, while patient engagement had to be at the touch of a button, and the face-to-face parts of healthcare couldn't be ignored. We designed a member onboarding workflow and portal with the ability to choose facilities and doctors, schedule an appointment, and receive a quick health assessment, **increasing digital self-service by 23%**.

We also built a flagship app to enable patients to view their medical records, see messages, and fill prescriptions—with **32 million lab results** received through the app in the first year alone. And to top it all

off, we made finding doctors in sprawling medical campuses easier with wayfinding functionality that gives members turn-by-turn walking directions on their phones.

But we didn't stop there. To more effectively run the back-end systems that deliver on these types of experiences, the client innovated around automated testing to get application updates to market faster. And we then took everything to the cloud with an end-to-end migration of the consumer products pipeline, resulting in a **membership boost of 10%**.



**23%**

increase in digital self-service



**32 million**

lab results received through the app in the first year



**10%**

membership boost

## Conclusion

**We live in a world marked by accelerated change, with customer expectations evolving faster than ever. New technologies gain relevance overnight, while startups come out of nowhere to disrupt entire industries.**

The ability to navigate that change determines which brands accelerate into the future and which ones get left behind. CX has matured from optimizing single touchpoints to connecting entire customer journeys and transforming operational models.

With so much riding on CX, most brands can't do it alone. The speed of change is too fast, the required skills too varied, and the real-world experience is missing. You need a partner that can help establish that CX vision and stitch together the strategy and the technology to achieve your goals. You need a partner that brings combined expertise across all disciplines of CX. And you need a partner who can think and act in terms of complete, end-to-end solutions and not just standalone technologies.

To reimagine CX across all stages of the customer lifecycle, you need a partner that can design, build, and run the future of CX.

**This new era demands a holistic approach that goes deeper and broader—reimagining, modernizing, and optimizing business operations from front to back. Here's why:**

**54%** of customers who report positive emotions—like feeling happy, valued, and appreciated—are willing to forgive brands that make mistakes<sup>2</sup>

**2.4x** customers are 2.4x more likely to stay with a brand when companies solve problems more quickly<sup>3</sup>

**85%** of customers expect consistent interactions across departments<sup>4</sup>

**82%** of practitioners have observed new and changing customer journeys in the past 18 months<sup>5</sup>

<sup>2</sup> "The US Customer Experience Index Rankings, 2022," Pete Jacques, Forrester, June 1, 2022.

<sup>3</sup> "The ROI Of CX Transformation" Maxie Schmidt-Subramanian and Sam Karpinski, Forrester, Jan 22, 2021.

<sup>4</sup> "State of the Connected Customer," Salesforce, 2022.

<sup>5</sup> "2022 Digital Trends," Adobe, 2022.



# KICKSTART YOUR CX TRANSFORMATION

Whether you need a specific solution, the whole end-to-end journey—or anything in-between, Concentrix is the partner to call. As a leading global provider of CX solutions and technology, we reimagine everything CX to improve business performance for some of the world's best brands. We'll help you define the roadmap to achieve your CX vision and evolve it for the long-haul.

Contact us today to see how we can design, build, and run your entire CX world.

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